

Meeting Date: 12/2/08

# AGENDA REPORT

Agenda Item # 9E



City of Santa Clara, California



**DATE:** November 24, 2008

**TO:** City Manager for Council Action

**FROM:** Public Communications Manager

**SUBJECT:** Acceptance of the IEC Report on the City's International Exchange Programs and approval of the updated Sister Cities Criteria as outlined in the report

## EXECUTIVE SUMMARY:

One of the City's Council's adopted Principles and Priorities for 2007-2009 was to review the City's current Sister Cities Program. The main purpose for such review was to recommend potential updates and/or revisions to the current principles and scope.

The International Exchange Commission (IEC) took on the assignment and reviewed, analyzed and is now reporting on this priority and making recommendations for City Council's consideration. As part of the effort, the Commission took on the following tasks:

- Review existing guidelines for establishing sister city relationships for potential updates and revisions;
- Analyze other sister city programs; and
- Consider similar beneficial alternatives to traditional sister city partnerships.

Following is a summary of the Commission's completed tasks which are detailed in the attached report (see Attachment 1, *Report on the City's International Exchange Program*).

### **Program Review**

The IEC reviewed the current City Code (see Attachment 4, *City Code 2.120.120 International Exchange Commission*) as it relates to the Commission as well as the current Guidelines for Establishing Sister City Relationships (see Attachment 3, *Current Approved Sister Cities Criteria-1994*), and discussed recent sister cities activities in detail. This review provided the baseline for the report and aligns with the responsibilities of the IEC as described in the City Code: *Develop people-to-people contacts designed to enhance international communication and understanding; and Encourage educational, cultural, sports, technical, and governmental exchanges to help acquaint citizens of Santa Clara with cultural and political diversity abroad.*

As a result of the review, only minor changes were suggested for revisions to the program. In addition, improved criteria for establishing new sister city relationships is specifically recommended (see Attachment 2, *Recommended Sister City Criteria*). These changes may help to better achieve what is outlined for the Commission in the City Code with a consideration towards properly managing City resources and building on community involvement.

### **Analyze Other Programs**

Between November of 2007 and June of 2008, members of the IEC conducted a survey of a broad selection of cities in the United States, Japan, and Australia. This research was done in order to better understand the range of programs and the various approaches to city approval and support of exchange activities. Commissioners took on the task of interviewing a representative from 17 separate programs to gather data about their sister city relationships.

The data provided a unique perspective on organizational constructs, budgets, levels of community involvement, management styles, and commonalities among the groups. The information also helped to verify that Santa Clara has a well managed and strong organization.

In the future, this close program analysis will also assist the Commission to more effectively carry out its responsibilities by further involving the community in additional and creative ways.

The full survey can be reviewed as Appendix A, *Other Sister Cities Survey* in the attached report.

### **Consider Alternatives to Traditional Sister City Partnerships**

During the Commission's review the program, the Santa Clara Sister Cities Association (SCA) was increasing their activities. In addition, many requests to establish new sister city relationships were received. This confluence of demands required the Commission to act creatively and quickly on matters related to international exchange.

As a result the Commission began to implement program enhancements by developing effective activities as alternatives to traditional sister city relationships while helping to provide the community with enriching exchange activities, while keeping within existing resources.

These enhancements - outlined in the report - are primarily based on leveraging the IEC's connections within the community and sustaining a close partnership with the SCA to provide a broader range of exchanges.

Recent music exchanges through the Santa Clara Unified School District and successful activities with representatives of Limerick, Ireland are excellent examples.

The Commission also realizes that there still may be a need to add other sister cities in the future and has addressed that option by providing a well thought-out and detailed set of recommended, updated criteria to guide those decisions in a prudent manner.

### **ADVANTAGES AND DISADVANTAGES OF ISSUE:**

Acceptance of the report and approval of the revised Sister Cities Criteria will further support the mandate of the International Exchange Commission by providing more residents of Santa Clara a broader spectrum of cultural exchanges.

**ECONOMIC/FISCAL IMPACT:**

The focus of the Commission during the report development process was to consider enhancing the exchange programs without the need for a greater impact on City resources

**RECOMMENDATION:**

That the Council accept the IEC Report on the City's International Exchange Program and approve the updated Sister Cities Criteria as specified in Attachment 2 *Recommended Sister City Criteria*, and discussed in the report.

  
\_\_\_\_\_  
Dan Beerman  
Public Communications Manager

APPROVED:

  
\_\_\_\_\_  
Jennifer Sparacino  
City Manager

***Documents Related to this Report:***

- 1.) Report on the City's International Exchange Program***
- 2.) Recommended Sister City Criteria***
- 3.) Current Approved Sister Cities Criteria (1994)***
- 4.) City Code 2.120.120 International Exchange Commission***

## Appendix A

### Other Sister City Programs Survey

Compiled by the City of Santa Clara's  
International Exchange Commission



| Questions   | Columbus Ohio  | Akron, Ohio   | Cincinnati Ohio  | Sydney, Australia   |
|---|--|---|--|---|
| Population  | 632,000  | 200,000   | 317,000  | 1.4 MILLION   |
| What are your city's criteria for adding a new sister city?                                 | Columbus Sister Cities International Inc. was established as a 501(C) (3) organization to execute its mission of encouraging economic development, educational enhancement and cultural exchange by establishing and fostering relationships between Columbus and its sister cities. | No formal criteria. Chosen because of personal contacts with people in the community. | Interchange of the communication of city government and local business. To give expression in the common desire for friendship, goodwill and cooperation for a better world.   | N/A   |
| Are your programs run by a city office, one or more volunteer groups, or some other entity? | CSCI is staffed by an Executive Director and a Communications Director and is directed by a Board of Trustees with the Mayor as the Honorary Chair.  | N/A   | Sister Cities Association manages the international sister cities relationships for the City. The (city?) office handles local community development activities, and assists the sister city committees with their needs and activities. | United Cities and Local Governments (UCLG) takes responsibility through three organizations: the IULA (International Union of Local Authorities), FMCL(World Federation of United Cities), and Metropolis(The International Association of Major Metropolises) Currently has 1,000 member cities from 127 countries around the world. |

## Questions

**Fremont, CA**

**City of San Jose**

**City of Gilroy**

**Handa City, Aichi Prefecture,  
Japan**

**Population**  
**What are your city's criteria for adding a new sister city?**

201,691

1 million

N/A

118,000

Similarities with Fremont: population, government, and industries. Then see if there is a community group with connections. Ideas and activities with sister cities are born out of community volunteers. City does not have manpower or budget to run those activities.

Handa gets many enquiries from cities abroad interested in a sister-city relationship. New friendship relationships have been formed recently with Guatemala and Bhutan, but they're not likely to become official sister cities, because of resource constraints.

**Are your programs run by a city office, one or more volunteer groups, or some other entity?**

Volunteer Groups in partnership with Sister City Commission.

Responsibility of each committee for each sister city program. Residents and non-residents are able to join a sister city committee and participate in the sister cities program. The OED is responsible from the city side and has played a role in hosting events for visiting delegations. OED also arranges the program and activities when the mayor or council members participate on a sister city mission.

Three groups: 1.) Handa International Association

- City-funded organization
- Administer the sister city program
- Provide assistance to foreign workers in the city and get them settled into life in Japan
- 2.) International Volunteer Force-Pore
- Charity organization with no city funding.
- Sends aids to underdeveloped countries like Bangladesh
- 3.) SCG Club
- No city funding
- Organization of English-speaking volunteers, who show tourists visiting the city around town

| Questions   | City of Tsukuba, Ibaraki, Japan  | City of Narita, Chiba, Japan   | Fort Worth TX  | Austin TX   |
|---|--|--|--|---|
| Population  | 207,000  | 125,000  | 653,320  | 680,809   |
| What are your city's criteria for adding a new sister city?                                 | Nothing in particular  | N/A  | Case by case basis, but the basic criteria include close population, common interests (possibly a business tie), sustainability (will they fulfill their obligations), ease of travel and therefore exchange, and a local base of support.   | Takes approximately two years from initial contact until approval by official reps of both cities. The process: 1) contact the sister cities coordinator of Austin and the appropriate person in the foreign city; 2) create committees in each city; 3) jointly develop a proposal, including those involved, letters of support, description of why the two cities can create a strong relationship, a three-year plan for development of the relationship, and identified potential sources of funding; 4) proposal is reviewed by Austin Sister Cities Coordinator, the Board of Directors of Austin Sister Cities International, and the Austin City Council |
| Are your programs run by a city office, one or more volunteer groups, or some other entity? | City organizes visits to sister cities by adult citizens. Tsukuba International Association Student exchange (home stays by middle schoolers) is outsourced to this organization | Jointly by the city and the Narita International Association, but the city office does most of the planning and provides funding, and the Association follows up on them. Narita hopes to delegate more programs to the Association. | Fort Worth Sister Cities International is a non-profit organization under contract with the City of Fort Worth to operate the Sister Cities program. It is a membership organization supported by membership dues, private donations, grants, special events and the City of Fort Worth's hotel occupancy taxes. | N/A   |

| Questions   | San Antonio Tx   | Houston Tx  | Jacksonville Fl                                | Santa Clara County  |
|---|--|---|--|---|
| Population  | 1,296,682  | 2,144,491   | 794,555  | 1,731,281   |
| What are your city's criteria for adding a new sister city?                                 | There has been no new city in some time, but the mayor has mandated two more cities (India and elsewhere in Asia). The main interests are synergies and compatibility  | there must be strong community support as both sides as well as economic and or cultural ties | Economic viability, similar size and port city | communities with similar characteristics. County's immigrant population |
| Are your programs run by a city office, one or more volunteer groups, or some other entity? | Nonprofits for each sister city. What gets covered varies by group. Groups responsible for maintaining the relationship. Longevity of relationship has led to trade offices in Monterey and Tokyo; the IAD (?) is more about establishing relationship, and assessing compatibility and buy-in in both communities rather than running programs. works with the Chamber of Commerce, the Small Business Development Council, and the specialty center for international trade. | Volunteers  | Volunteers, very small city support.           | Volunteers  |



## Questions

### Union City CA

#### Population

69,477

What are your city's criteria for adding a new sister city?

Do we have a local group (usually of people from that country) in our city that will support this relationship over the long term. If not, then we usually do not proceed to make a relationship, even though there may be some driving force at the time. For example we made a Sister City Relationship with a city in Russia because we had a delegation come visit Union City many years ago, but we did not have any local residents from Russia, so that relationship withered and died.

Are your programs run by a city office, one or more volunteer groups, or some other entity?

We have established a "Friends of Sister Cities" group which is all volunteer, but we do have cheerleaders in our city government that provide moral support.

| Questions   | Columbus Ohio   | Akron, Ohio  | Cincinnati Ohio  | Sydney, Australia   |
|---|---|--|--|---|
| How are your sister city activities funded?                     | funded primarily by City, County and businesses and organizations. Project based funding. Looking to involve our sister cities more heavily in funding their individual projects. | N/A  | Volunteer organization. All activities must pay for themselves (by SCA). | N/A   |
| What is your annual budget?                                     | ????  | N/A  | N/A  | N/A   |
| Are there particular activities you avoid doing for any reason? |   | N/A  | N/A  |   |
| How many and what other sister cities do you have?              | (7) Genoa, Italy; Dresden, Germany; Hefei, China; Herzliya, Israel; Odense, Denmark; Seville, Spain; Tainan, Taiwan   | (10) Gifu, Japan; Harare Zimbabwe; Kharkiv Ukraine; Luzhou, China; Munich, Germany; Nancy, France; Taipei, Taiwan; Netanyahu, Israel; Taipei-Tsien, Taiwan | N/A  |   |
| Why do applicant cities want this status with your city?        | Economic opportunities, access to government, business, education, and cultural activities. Share and exchange ideas and participate in cooperative activities.                   | N/A  |  | Gateway to information on local governments which are united around common interests, challenges and goals. Cities in general are now home to half the world's population, and this shift to urbanization brings many opportunities for the growth of sister cities. As a representative of local authorities in the world, the UCI G will continue to play a crucial role in acting as a catalyst for the development and growth of sister cities. |

| Questions   | Fremont, CA   | City of San Jose  | City of Gilroy  | Handa City, Aichi Prefecture, Japan   |
|---|---|---|---|---|
| How are your sister city activities funded?                     | By community groups and fundraising.  | Each committee is eligible to receive up to \$2,500 in funding annually from the City. The funding is on reimbursement basis and there are restrictions on the city-funded expenditures. The City, however, provides additional funding when hosting an official delegation and pays for staff travel to a sister city. | City grants + fund raising + private funding  |   |
| What is your annual budget?                                     | The "sister cities" budget is embedded in the larger City Budget under three line items: Association Membership, Office Supplies, and Gifts. There is no specific budget allocation for the Commission.   | The City's general fund budget is nearly \$1 billion, so the appropriation for sister cities is a very minor part of the budget.  |   | City gives \$10K to \$20K per year to the Handa International Association, whose total annual budget is \$43K   |
| Are there particular activities you avoid doing for any reason? | The problem is lack of activities. They have not had any significant events or delegations in the past 6 years. No city to city activities in terms of promoting relationships. No student activities either. The commission has had no new member joining or come up with innovative ideas in a very long time. Members of the Commission have no term limits. This and lack of funds may be contributing to the lack of activity. | None  | N/A   | Handa has felt a significant strain in its relationship with Port Macquarie, when it asked Handa to support efforts to ban whaling. The Handa Exchange Association also avoids trade-related activities, which are not within its scope |
| How many and what other sister cities do you have?              | (5) Puerto Penasco, Mexico; Fukaya, Japan; Horta, Azores; Lipa City, Philippines; Jaipur, India   | (7) Dublin, Ireland; Okayama, Japan; Pune, India; Taiwan, San Jose, Costa Rica; Vera Cruz, Mexico; Ekaterinburg, Russia   | (6) Monticelli d'Onghina, Italy; St. Clair, France; Takko-Machi, Japan; Koror, Republic of Palau, Tecate, Mexico; Angra do Heroismo, Azores | (3) Port Macquarie, New South Wales, Australia; Midland Michigan, USA; Xuzhou, Jiangsu, China   |
| Why do applicant cities want this status with your city?        | N/A   | N/A   | N/A   | N/A   |

| Questions   | City of Tsukuba, Ibaraki, Japan   | City of Narita, Chiba, Japan   | Fort Worth Tx   | Austin Tx   |
|---|---|--|---|---|
| How are your sister city activities funded?                     | City provides some funding, but trips are largely paid for by the individuals                 | Mostly by the City. Some funds are raised through the Association membership dues and money collected at events. Most of the annual budget is allocated to the student exchange programs. Students are responsible for half of their travel expenses.    | Activities are funded in part through individual adult memberships, which start at \$50. Quarter of funding comes from the hotel and bed tax fund, which goes to variety of nonprofits that support city. Another quarter from membership fees. Another quarter from the annual fundraiser (mayor's international dinner). Rest from programming fees on exchange projects and similar. | N/A   |
| What is your annual budget?                                     | Total budget for student exchanges is around \$60K, out of which the city pays \$20K to \$30K | The City provides \$250K per year  | N/A   | N/A   |
| Are there particular activities you avoid doing for any reason? | Any activities that would not be of equals or without equal reciprocation                     | Relationships should be between the equals, with neither party putting in disproportionately more resources than the other. All citizens should have a fair opportunity to participate. The programs should not be dictated by a handful of individuals. | No.   | N/A   |
| How many and what other sister cities do you have?              | (4) Milpitas, CA; Irvine, CA; Cambridge, MA; Shengzhen, China (friendship city)               | (7) Xianyang, China; San Bruno, CA; Incheon, Korea; Chongju, Korea; Naesived, Denmark; Foxton, New Zealand   | (7) Reggio Emilia, Italy; Nagaoka, Japan; Trier, Germany; Bandung, Indonesia; Budapest, Hungary; Toluca, Mexico; Mbabane, Swaziland   | (10) Adelaide, Australia; Koblenz, Germany; Lima, Peru; Maseru, Lesotho; Oita, Japan; Saitillo, Mexico; Taichung, Taiwan; Xishuangbanna, China; Old Orlu, Nigeria; Gwangmyeong, Korea |
| Why do applicant cities want this status with your city?        | N/A   | N/A  | N/A   | N/A   |

| Questions   | San Antonio Tx   | Houston Tx   | Jacksonville Fl                                     | Santa Clara County |
|---|--|--|---|--------------------|
| How are your sister city activities funded?                     | IAD is funded through the city, and the nonprofits fund themselves. An coordinating council through IAD meets quarterly.   | fundraising. Very small city support.  | Fundraising   |                    |
| What is your annual budget?                                     | He was not sure. There is a director, an assistant director, four trade specialists (protocol, business, investment), two admins, four people at each of three offices in Mexico and one in Japan. | Not a large one.   | About \$40000 which include corporate contribution. | N/A                |
| Are there particular activities you avoid doing for any reason? | Office works not to duplicate other efforts [of econ development]  | None   | None  | N/A                |
| How many and what other sister cities do you have?              | (8) Monterrey, Mexico; Guadalajara, Mexico; Las Palmas, Canary Islands, Spain; Gwangju, South Korea; Kaohsiung, Taiwan, ROC; Santa Cruz de Tenerife, Ct, Spain; Kumamoto, Japan                    | (17) Not listed  | (6) Not listed                                      | (3) Not listed     |
| Why do applicant cities want this status with your city?        | N/A  | Very international, education is a strong point and have several sister universities between university of Houston and ones in our sister cites. |   | N/A                |

## Questions

## Union City CA

**How are your sister city activities funded?**

Self funded by our own fundraising efforts. (Sister City Festival in the summer of each year.) The city does provide some help, sometimes a vehicle for transport of visiting guests, or help negotiating lower prices at a local hotel.

**What is your annual budget?**

\$3-4 K, whatever, we raise from our festival.

**Are there particular activities you avoid doing for any reason?**

None

**How many and what other sister cities do you have?**

(4) Santa Maria Mexico, Pasay City Philippines, Chang Rai Thailand, and Jalandhar India.

**Why do applicant cities want this status with your city?**

N/A

| Questions   | Columbus Ohio   | Akron, Ohio | Cincinnati Ohio   | Sydney, Australia |
|---|---|-------------|---|-------------------|
| What activities have you had in the past year with your existing sister cities? | Medical, arts, business technology, university, government and green program exchanges. Working on exchanges related to maintaining our young professionals in our respective communities. List of potential exchanges is really endless. | N/A         | International Sister City Conference promoting an Interdependent World  | N/A               |
| Who are the decision makers on choosing a sister city?                          | CSCI is staffed by an Executive Director and a Communications Director and is directed by a Board of Trustees with the Mayor as the Honorary Chair.   | N/A         | The Sister Cities Association supports the City Council and Business Leaders committed to making the decision to admit sister cities. | UCLG (above)      |
| What is the decision process?   | N/A   | N/A         | N/A   | N/A               |

| Questions   | Fremont, CA   | City of San Jose  | City of Gilroy | Handa City, Aichi Prefecture, Japan   |
|---|---|---|----------------|---|
| What activities have you had in the past year with your existing sister cities? | When Fremont celebrated its 50th Anniversary all, but one, of its Sister Cities came from abroad to help celebrate. | Dublin program is very active: annual dinner, breakfast and concerts or cultural activities. Dublin Youth Symphony performed in San Jose, exchange with the Abbey Theatre, and Irish national boxing team. The Pune, India program is also very active: partnered with the Rotary in Pune, partnered with Saint Francis High School in Mountain View to aid a girl's school in Pune. Recognized Saint Francis and the sister city committee for their outstanding achievements. San Jose Youth Symphony to sponsor visiting youth symphony from Okayama, Japan. | N/A            | Organize citizen trips to sister cities. Anyone can sign up, but they must pay their own way. Student exchange (high-school level). Mutual visits to see hospitals, libraries, and other public organizations / facilities. |
| Who are the decision makers on choosing a sister city?                          | City Council.   | Managed by the Office of Economic Development. Council make final decisions.  | N/A            | 3 groups above, but If it were to happen, the city council and the mayor would have the final say   |

|                               |  |   |     |
|-------------------------------|--|---|-----|
| What is the decision process? | City approaches Fremont. Fremont requests an "application" or an essay document stating the reason and benefit of the formation of the particular sister city relationship. Sister Cities Commission (six members) reviews and makes a proposal to the Mayor. Mayor reviews and recommends to Council. Council approves or rejects. Same process is followed to dissolve an existing sister city relationship. | Sister cities committee does preliminary N/A work including assessment and profile of the new city and a program plan outlining objectives and funding sources. Staff is responsible for preparing the report and the recommendation to approve or not approve a new sister city relationship. Submittal goes to the OED for review and forwarding a recommendation to the Mayor and Council. | N/A |
|-------------------------------|--|---|-----|



| Questions   | City of Tsukuba, Ibaraki, Japan   | City of Narita, Chiba, Japan  | Fort Worth Tx   | Austin Tx   |
|---|---|---|---|---|
| What activities have you had in the past year with your existing sister cities? | Student exchange  | Middle-school student exchange with San Bruno and Chongup; City employee exchange with Xianyang; Elementary and middle school student home stays in Foxton; Soccer exchange with Incheon; Social events for foreign citizens living in Narita | International Leadership Academy (youth); exchanges; alumni program for those who have participated in exchanges; film group; young professionals; culinary and wine group; travel opportunities; international film festival; weekly e-mails                                     | Business and Trade (Export Growth Seminars, Computer Marketing, Essentials of Export Controls, Technology Controls, Trade Mission to Europe), Education and Government (International Business Institute, Strategic Insight Breakfast, Cultural Communication, Study Abroad), Cultural and Social (Corners of the World, Austin Latino Music Association, Brazos Valley Worldfest, annual German Tree School Christmas Market, Sembrando Herencia 2007 (Puerto Rico heritage), International Heritage Festival) |
| Who are the decision makers on choosing a sister city?                          | City organizes visits to sister cities by adult citizens. Tsukuba International Association Student exchange (home stays by middle schoolers) is outsourced to this organization  | The mayor and vice mayor involved in the decision. Approval needed from the city council to fund the program.   | mayor and city council  | Austin Sister Cities Coordinator and Board of Directors, and the Austin City Council  |
| What is the decision process?   | City organizes visits to sister cities by adult citizens. Student exchanges (home stays by middle schoolers) are outsourced to Tsukuba International Association Student Exchange | None outlined.  | 1) survey community/public summit with targeted countries, 2) board of directors narrows to four or so cities, 3) search team visits with schools, mayors, businesspeople in order to gauge interest there, 4) board recommends to mayor and city council, which votes to approve | See above   |

| Questions   | San Antonio Tx   | Houston Tx  | Jacksonville Fl                     | Santa Clara County   |
|---|--|---|-------------------------------------|--|
| What activities have you had in the past year with your existing sister cities? | There are seven fronts for exchanges: Arts, Education and Cultural Exchange, Economic and Business Development, Sports and Youth Leadership, Health and Research, Municipal Training and Community Problem-Solving, Technology Exchange and Training (focus seems to be on business development) | International children's day parade, sister cities sep concert, sister cities soccer tournament, student exchange,  | 2007 Global Trade And Commerce Expo | N/A  |
| Who are the decision makers on choosing a sister city?                          | It is a collaborative process between the City Council community (Asian-American Chamber of Commerce, site visits by mayor and business leaders). The IAD gets everyone's input, and ultimately mayor has final say.   |   | City Council                        | County Supervisors   |
| What is the decision process?   | See above.   | Organizing committee calls the Protocol N/A Office to determine feasibility. If strong support and people working on both side, they send a letter of intent and to the protocol alliance which acts as a liaison between the group and city hall. They agree that the project is viable, the committee submits with an overview, reports, committee lists for both sides, city profile, fundraising strategies, programs draft documentation. The protocol alliance forwards it to the mayors and city council approval. Signing ceremony between the mayors year later. Copies of the legal paper work including by laws must be submitted to the protocol alliance which is also updates activities and changes. |                                     | Application for sister county affiliations are to be filed with the clerk of the board. The clerk's office will inform the board offices and the county executive's office of public affairs. Unless a board member sponsors a referral to staff for review, the application dies. If the board refers the sister county affiliation application to staff, the county executive's office of public affairs will review the application. The board is the decision maker. |

## Questions

## Union City CA

What activities have you had in the past year with your existing sister cities?

Vacation trips exchange students

Who are the decision makers on choosing a sister city?

Sister City Friends group is the screening group. If they agree it is brought up before the Mayor and City Council for formal approval.

What is the decision process?

Above

| Questions                 | Columbus Ohio | Akron, Ohio | Cincinnati Ohio | Sydney, Australia |
|---------------------------|---------------|-------------|-----------------|-------------------|
| Other Information         |               | N/A         | N/A             |                   |
| Residents per Sister City | 210667        | 100000      | 31700           |                   |

| Questions                 | Fremont, CA   | City of San Jose  | City of Gilroy  | Handa City, Aichi Prefecture, Japan  |
|---------------------------|---|---|---|--|
| Other Information         | The Fremont Sister Cities Commission is an all-volunteer force. Meet 3 times per year. Staff Liaison that prepares agendas and records minutes. No term limits. It's in the City Charter. | Managed by the Office of Economic Development. They encourage residents to become active with a sister city committee that works to advance the sister city program through various committee-driven initiatives. | Foster deeper cross-cultural understanding and global cooperation towards sustainable economic and community development. "When you get your information be sure to let me know as one of the items on our plate is exactly that since we are also getting several requests and we put a moratorium until we decide the criteria. Sorry I could not be of better help." | Port city near the Toyota Automotive HQ with large volumes of automotive-related business. Large population of foreign workers (mainly from Brazil) who work for automotive suppliers. |
| Residents per Sister City | 40338   | 142857  | 19167   | 39333  |

| Questions                 | City of Tsukuba, Ibaraki, Japan  | City of Narita, Chiba, Japan   | Fort Worth Tx | Austin Tx  |
|---------------------------|--|--|---------------|--|
| Other Information         | Silicon Valley of Japan. Rapid developments in recent years that are highly focused on technology and science Intel Japan HQ is located in Tsukuba | Famous for Narita International Airport. N/A Mostly farmland before airport was built in 1978. Applied Materials Japan HQ is located in Narita |               | foster friendly relations and promote understanding between the people of Austin and the citizens of our Sister Cities around the world. This program is designed to contribute to the educational, cultural, social, and economic presence of the City of Austin in the international community of nations. |
| Residents per Sister City | 34500  | 17857  | 93331         | 68090  |

| Questions                 | San Antonio Tx  | Houston Tx | Jacksonville Fl | Santa Clara County |
|---------------------------|---|------------|-----------------|--------------------|
| Other Information         | The relationship model was forged by visionary city leaders who took the ground-breaking steps of mounting an intensive globalization campaign for San Antonio over twenty-five years ago. This investment of time and resources resulted in tangible long term and lucrative relationships for the San Antonio community. These relationships have evolved into concrete and sustainable associations with communities and countries around the world. | N/A        | N/A             | N/A                |
| Residents per Sister City | 162085  | 126147     | 132426          | 577094             |





**Questions**

**Union City CA**

**Other Information**

N/A

**Residents per Sister City**

17369

11310



## City of Santa Clara, California

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**Priority Name:** Review Sister Cities Program  
**Department:** International Exchange Commission  
**Focus Area:** Sister Cities Program

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# IEC REPORT

**Prepared For City Council and Deputy City Manager**

**Prepared By International Exchange Commission**

| <b>Commission Members</b> |
|---------------------------|
| Yoon, Peter, Chair        |
| Hurley, Rushton           |
| Ikezi, Yuki               |
| Jensen, Maria             |
| Mathre, James             |
| Mirabella, Eugene         |
| Stahl, Barbara            |

## **City Council Directive**

On May 15, 2007, City Council adopted the "City of Santa Clara Principles and Priorities for 2005-2007" as a foundation to refocus the City resources and investment only on those programs that fit the City's plan to achieve a successful economic recovery.

One of the City's Priorities is to review its current Sister Cities Program. The main purpose for such review is to recommend potential updates or revision to the current principles and scope. Deputy City Manager is the project manager responsible for implementing of this Council Priority. The International Exchange Commission (IEC) took on the assignment to review, analyze and report on this priority and make recommendations, as appropriate. Action items related and brief descriptions of tasks involved are:

- Review existing Guidelines for Establishing Sister City Relationships for potential updates and revisions. Timeline: May 2007 – December 2008
- Analyze other sister city programs. Timeline: Begin review in January 2008
- Consider similar beneficial alternatives to sister city partnerships. Timeline: May 2007 – December 2008

A final report from IEC to Deputy City Manager and Council is due on or before December 2, 2008.

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## **Recommendation**

Given the increased population and accompanying diverse representation of people from across the world in the Santa Clara community over the last three decades, the IEC recommends that the City Council modify existing criteria for exploration of sister city relationships in order to broaden activities and exchanges beyond its current scope. Such a change will address concerns expressed in the City Code to "help acquaint citizens of Santa Clara with cultural and political diversity abroad." Changes to the criteria proposed and approved in January, 1994, are suggested in the final section of this report.

It is recommended that Council accept the IEC's recommendation for replacing existing criteria for exploration of sister city relationships with those identified in this report.

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## **International Exchange Commission Principles & Priorities**

Santa Clara values opportunities to foster friendship, goodwill, and greater understanding between its citizens and those of communities around the world. In particular, it is hoped that the young people of Santa Clara will appreciate a variety of perspectives, and better understand the many possibilities for their futures via visiting and being visited by their peers from other nations. To that end, the city seeks to develop relationships that will promote educational, cultural, social, and economic opportunities for its citizens within the international community. Santa Clara's IEC serves the community by seeking to evaluate, promote, and support a variety of international activities in the city, including acting in an "advisory capacity to the City Council in all matters pertaining to sister city relationships and international exchanges."

## **Review of Existing Sister Cities Program Guidelines**

The IEC reviewed existing Guidelines for Establishing Sister City Relationships for the potential of updates or revisions, with the following findings.

Initial conditions were identified in guidelines approved in January, 1994:

- Preference will be given to international cities who do not already have an affiliation in the United States.
- Preference will be given to cities in countries in which Santa Clara does not already have an existing sister-city.
- Cities should have established diplomatic relations with the United States.
- Preference will be given to cities with elements in common with Santa Clara (i.e., similar in character, size, and population) or with other elements Council may deem of interest/importance.

Additional criteria were also provided in the same guidelines:

- That there exists in Santa Clara a long-term, broad-base interest in establishing the sister-city relationship; that this interest transcends transitory, political or social concerns and that it reflects ongoing community involvement with the sister-city's region or people.
- That consideration be given to forming an additional organization/committee to support the new sister-city relationship; or that the existing Santa Clara Sister Cities Association (SCA) be prepared to support the new relationship.
- That, prior to the acceptance of formal affiliation, the additional organization/committee/SCA be asked to present to the City Council a comprehensive work plan for the twelve month period following the potential acceptance of formal affiliation. This plan should show how their activities would further the objectives of the sister-city program.
- That there be a counterpart organization/committee or similar group in the prospective sister-city, with which to correspond and reach agreement on commitment to the sister-city program.

The above guidelines finished with this caveat: "None of these criteria is intended to prevent the City Council from exploring a sister-city relationship with any city with which they believe affiliation would prove beneficial to Santa Clara and its citizens."

## **Analysis of Other Sister Cities Programs**

Between November of 2007 and June of 2008, members of the IEC conducted a study of a selection of cities in the United States, Japan, and Australia. This research was done in order to better understand the range of programs and approaches to city approval and support of exchange activities.

Cities surveyed were:

- Akron, Columbus, and Cincinnati, Ohio
- Fort Worth, Austin, San Antonio, and Houston, Texas
- Fremont, Gilroy, Union City, and San Jose, California
- Jacksonville, Florida
- Handa (Aichi), Tsukuba (Ibaraki), and Narita (Chiba), Japan
- Sydney, Australia
- County of Santa Clara, California

The IEC members' research highlights the diversity of approaches of cities towards sister city relationships and international exchange. These cities (and one county) vary in size and approaches to support and administration of international relationships, with some consistencies emerging:

- an interest in developing opportunities and understanding
- shared support of activities between public and private (normally nonprofit) groups
- combination of public funding and private fundraising
- student exchange as the most common focus for exchange activities

The variety among the cities in terms of size and population allows for a consideration of exemplary programs for consideration by Santa Clara and organizations such as the SCA. Consideration of funding levels for activities lies principally in the degree to which the city council or other governing body of a community seeks the development of international exchange for educational, economic, civic, and other purposes.

Below is a brief summary of answers to each of the key questions being considered by the IEC as part of their recommendations. Complete details of the survey can be found in Appendix A.

### **1. What are your city's criteria for adding a new sister city?**

The main criteria for the selection of a sister city was very similar in virtually all the cities surveyed: assurances that the relationship would be sustainable through financial and community

support, as well as the number of similarities between cities. Secondly, several cities focused on economic viability.

2. Are your programs run by a city office, one or more volunteer groups, or some other entity?

In the IEC survey, it was found that some relationships are managed by city-appointed volunteers or city staff, but all relied on volunteer organizations in varying degrees. Japanese cities were the exception, where the cities shared in the staffing and financing of exchange efforts. In the cases where US cities provided significant resources, it was normally due to the economic development opportunities.

3. How are your sister city activities funded?

All but one city, Columbus OH, relied on a combination of public and private funding in varying degrees.

4. What is your annual budget?

From the numbers received, it is clear that budgets were developed primarily as a function of the variety and scope of the exchange activities. Union City (CA) had the lowest budget managing its sister cities (four, in India, Mexico, Philippines and Thailand) with \$3000-\$4000 per year, and the Japanese cities interviewed had the largest budgets of those reported, with annual funding for exchange programs and activities up to \$250,000.

5. Are there particular activities you avoid doing for any reason?

Several cities noted that economic-based or politically oriented activities were outside the scope of their exchanges. Most of those who answered the question were open to any exchange activities as long as they were of interest to both cities.

6. How many and what other sister cities do you have?

Fundamentally, the number of cities is a function of the community's interest in international exchange, making simple comparisons based on population of limited value. Generally, larger cities had the greatest number of sister cities. Ranges for the number of residents per each sister city went from 17,000 residents per sister city in Union City (CA) to 577,000 resident per relationship for Santa Clara County. Santa Clara has about 58,000 residents for each of its two cities.

7. Why is your city pursued as a sister city?

Of the three respondents who answered the question, two cities noted economic reasons. The other mentioned its international appeal and its educational opportunities at the university level.

8. What activities have you had in the past year with your existing sister cities?

The types of activities ranged broadly, including student exchange, mutual visits by officials of public facilities, medical programs, green program activities, citizen trips, sports and music exchanges, film groups and festivals, and business and trade seminars.

9. Who are the decision makers on choosing a sister city?

While community input, especially that of volunteer organizations involved in exchange activities, is always an essential component, final decisions are almost always the work of the city council and mayor's office.

10. What is the decision process for adding new sister cities?

Answers varied, but all received involved gauging community support, establishing the presence of mutual interest between the communities, and focusing on the sustainability of the relationship. In each case there was a general process that included a request from outside or inside the city, a review of the request, and a recommendation by the volunteer organization or city staff to the governing body. Each of the three basic steps had different levels of detail, with varying levels of vetting, from loose to rigid.

Complete details of the survey are offered in Appendix A.

## **Overview of the Current Sister City Program**

A principal duty of the IEC is to act in an advisory capacity to the City Council in all matters pertaining to international exchange and in all matters related to its current sister city relationships. Over the years, the City of Santa Clara has received numerous inquiries from cities abroad expressing interest in establishing a sister city relationship. Responses to all requests since the inception of the last of the two existing sister city relationships identified the processes for establishing such a relationship, while also noting that the city has no plans to develop new relationships. This response was partly due to the desire to maintain or increase the caliber of the existing two sister cities (Feb. 27, 1991, agenda report establishing the IEC).

In 2007, the IEC became concerned that the responses to inquiries were not allowing the opportunity to develop new possibilities for the people of Santa Clara. The IEC therefore directed the Liaison from the City Manager's office to provide in responses the name and contact information of a member of the school district who can follow up on educational possibilities for the students of our schools. This is in keeping with the belief of the IEC that the exploration of avenues outside of traditional sister city relationships might also allow for the future consideration of new sister cities, specifically through activities which show the interest in and support from broad and varied sectors of both communities.

In recent years, the IEC has supported the activities of the SCA through funds for exchange programs, as well as through members' volunteering at SCA functions. The SCA has carried on a variety of activities via its connections with Coimbra and Izumo for many years, including such programs as, governmental exchanges, student exchanges, art contests, music/band programs, participation in regional and national conferences, welcoming parties, barbecues and other social events.

While these relationships have allowed solid opportunities for the citizens of Santa Clara to better understand and develop relationships with Portugal and Japan, there has been little promotion by the City encouraging people in the community to work with people from other parts of the world. The City receives occasional requests from cities in other countries, particularly China, to establish sister city relationships. It is a prime concern in the development of such relationships that the interest in activities between our communities be based on a variety of interests, including culture, education, business, and sports.

## Points for Development and Recommendations for Change

Santa Clara's sister city program is robust and, in comparison with the rest of the world, has the following advantages:

- Well established structure with solid support and involvement from City Hall, SCA, and the community
- Meets most of the objectives and goals of the program (communication, regular exchanges) established at the onset
- Clear City Code
- Clear Criteria for considering expansion of the program (selecting and adding new sister cities)

Key points for the IEC in its discussions of exchange activities include:

- Consideration of sister city programs with communities in less developed countries.
- Consistent method of response to inquiries to include questions concerning identified sister city criteria, such as what kinds of activities the community wishes to establish, and expanded description of population, economy, geography, political structure, and character of the community.
- Improved promotion of international exchange activities through municipal and public media. This should include consistently pointing interested members of the community to guidelines developed for activities and sister-city relationships as the optimal basis for approaching the International Exchange Commission with such requests.
- There be a three-month period of public comment when sister city relationships are under consideration by the IEC. Such comment would be addressed to the IEC for review and reported as part of the recommendations made to the City Council.

The commission wishes to make minor changes focused exclusively on grammatical issues in the initial conditions for exploring a new relationship. Analysis of other sister city programs prompts suggested change in the additional criteria described below. It is recommended that the following be accepted as the criteria for exploration of sister city relationships.

Initial Conditions:

- Preference will be given to international cities which do not already have an affiliation in the United States.
- Preference will be given to cities in countries in which Santa Clara does not already have an existing sister-city.
- Cities should be in countries which have established diplomatic relations with the United States.
- Preference will be given to cities with elements in common with Santa Clara (i.e., similar in character, size, and population) or with other elements Council may deem of interest/importance.



**Additional Criteria:**

- There should be in Santa Clara a long-term, broad-based interest in establishing the sister-city relationship; that this interest transcends transitory, political or social concerns and that it reflects ongoing community involvement with the sister city's region or people.
- There should be a group/organization/committee in each city made up of private citizens who can design and carry out activities promoting exchange.
- There should be a multi-year plan for developing the relationship endorsed by both groups. This plan should show how their activities would further the objectives of the sister city program.
- There should be a period of successful activities, including visits by groups to both cities, which prove mutual interest in developing the relationship. The quality and quantity of these activities may allow the IEC to consider recommending to the City Council whether to discuss establishing a formal Sister City relationship.
- There should be enough private funding to carry out various activities with concrete plans for further fundraising and identifying sources of support.
- There should be demonstrated support for exploring the relationship by the governing body of each community.

None of these criteria is intended to prevent the City Council from exploring a sister city relationship with any city with which it believes affiliation would prove beneficial to Santa Clara and its citizens.

## **Additional Recommendations**

To conclude, the IEC believes that information must be better channeled to the IEC and the City Council. Specifically, the City Manager should reinforce that all matters pertaining to sister city relationships and international exchanges be directed to the IEC through the Liaison in a timely fashion in order for the Commission to take efficient and effective action on recommendations to Council and to be compliant with the City Code, Article VII, Division 1, Sec 2-100.

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**Recommended Sister City Criteria**

It is recommended that the following be accepted as the criteria for exploration of sister city relationships as developed by the International Exchange Commission and submitted to the Santa Clara City Council November 25, 2008:

**Initial Conditions**

- Preference will be given to international cities which do not already have an affiliation in the United States.
- Preference will be given to cities in countries in which Santa Clara does not already have an existing sister-city.
- Cities should be in countries which have established diplomatic relations with the United States.
- Preference will be given to cities with elements in common with Santa Clara (i.e., similar in character, size, and population) and/or with other elements Council may deem of interest/importance.

**Additional Criteria**

- There should be a local, broad-based interest in establishing the sister-city relationship; that this interest transcends momentary, political or social concerns and that it reflects ongoing community involvement with the sister city's region and people.
- There should be a group/organization/committee in each city made up of private citizens who can design and carry out activities promoting exchange.
- There should be a multi-year plan for developing the relationship endorsed by both groups. This plan should show how their activities would further the objectives of the sister city program.
- There should be a period of successful activities, including visits by groups to both cities, which prove mutual interest in developing the relationship. The quality and quantity of these activities may allow the IEC to consider recommending to the City Council whether to discuss establishing a formal Sister City relationship.
- There should be enough private funding to carry out various activities with concrete plans for further fundraising and identifying sources of support.
- There should be demonstrated support for exploring the relationship by the governing body of each community.
- That all matters pertaining to sister city relationships and international exchanges be directed to the IEC through the City Manager/Staff Liaison in a timely fashion in order for the commission to take efficient and effective action on recommendations to the Council in compliance with the City Code, *Article VII, Division 1, Sec 2-100*.

None of these criteria is intended to prevent the City Council from exploring a sister city relationship with any city with which it believes affiliation would prove beneficial to Santa Clara and its citizens.

## Attachment 3

Below are proposed criteria developed by the International Exchange Commission for City Council consideration. The proposed criteria are factors which can be used when reviewing future sister-city relationships. Establishing formal criteria was one of the goals set by the Commission after its inception, and subsequently approved by Council. These criteria, in their draft form, were discussed with Council representatives at the joint meeting Council held with the Commission on October 4, 1993.

PROPOSED CRITERIA FOR FUTURE SISTER-CITY RELATIONSHIPS

- o Preference will be given to international cities who do not already have an affiliation in the United States.
- o Preference will be given to cities in countries in which Santa Clara does not already have an existing sister-city.
- o Cities should have established diplomatic relations with the United States.
- o Preference will be given to cities with elements in common with Santa Clara (i.e., similar in character, size, population, etc.) or with other elements Council may deem of interest/importance.

Community interest and involvement would support these additional criteria:

- o That there exists in Santa Clara a long-term, broad-base interest in establishing the sister-city relationship; that this interest transcends transitory, political or social concerns and that it reflects ongoing community involvement with the sister-city's region or people.
- o That consideration be given to forming an additional organization/committee to support the new sister-city relationship; or that the existing Santa Clara Sister Cities Association be prepared to support the new relationship.
- o That, prior to the acceptance of formal affiliation, the additional organization/committee/Sister Cities Association be asked to present to the City Council a comprehensive work plan for the twelve month period following the potential acceptance of formal affiliation. This plan should show how their activities would further the objectives of the sister-city program.
- o That there be a counterpart organization/committee or similar group in the prospective sister-city, with which to correspond and reach agreement on commitment to the sister-city program.

None of these criteria is intended to prevent the City Council from exploring a sister-city relationship with any city with which they believe affiliation would prove beneficial to Santa Clara and its citizens.

January, 1994

*Recommended by IEC +  
Approved by Council  
1-11-94*

**Attachment 4**

responsible for the following:

- (a) Act in an advisory capacity to the City Council in all matters pertaining to cultural enrichment and beautification of the City.
- (b) Encourage the beautification of the City and programs for the cultural enrichment of the City.
- (c) Perform such other duties and exercise such powers as the City Council may impose or require. (Ord. 1276 § 2, 6-26-73. Formerly § 2-97).

**2.120.100 Historical and Landmarks Commission.**

The Historical and Landmarks *Commission* shall consist of seven members, whose members shall not hold any paid office or employment in the City government, and shall have power and be required to do the following:

- (a) Act in an advisory capacity to the City Council in all matters pertaining to historical landmarks, names and renaming of streets, museums and the establishment thereof in the City, and the marking and preservation of historical landmarks and places.
- (b) Exercise such other functions as it may be required to perform by the City Council. (Ord. 912; Ord. 1241 § 4, 4-3-71; Ord. 1276 § 2, 6-26-73. Formerly § 2-98).

**2.120.110 Senior Advisory Commission.**

The Senior Advisory *Commission* shall consist of seven members who shall not hold any paid office or employment in the City government, and shall have the following powers, functions, and duties:

- (a) Study, review, evaluate and make recommendations to the City Council relative to any and all matters affecting elderly people in the City of Santa Clara.
- (b) Make such studies and submit to the Council such reports or recommendations respecting matters affecting elderly people, and such matters as the Council may from time to time request. (Ord. 1088; Ord. 1276 § 2, 6-26-73; Ord. 1809 § 2, 9-26-06. Formerly § 2-99).

**2.120.120 International Exchange Commission.**

The International *Exchange Commission* shall consist of seven members, whose members shall not hold any paid office or employment in the City government, and shall have the following powers, functions, and duties:

- (a) Act in an advisory capacity to the City Council in all matters pertaining to sister-city relationships and international *exchanges*.
- (b) Assist in the planning and supervision of international *exchange* activities with our sister communities, sharing friendship, skills, and concerns.
- (c) Develop people-to-people contacts designed to enhance international communication and understanding.
- (d) Encourage educational, cultural, sports, technical, and governmental *exchanges* to help acquaint citizens of Santa Clara with cultural and political diversity abroad. (Ord. 1625 § 2, 7-16-91; Ord. 1699 § 1, 6-24-97. Formerly § 2-100).

**2.120.130 Youth Commission.**

The Youth *Commission* shall consist of no more than fifteen (15) youth members who shall be residents of the City and be primarily responsible for the following:

- (a) To act in an advisory capacity to the City Council in all matters pertaining to the youth and teen population within Santa Clara, especially as related to municipal programs and projects of the City.
  - (b) To perform such other related functions as may be assigned to them by the City Council.
- Additional powers and duties of the Youth *Commission* shall be as determined by the City Council, by resolution, and may be amended, from time to time, to properly reflect changes in qualifications, composition and responsibilities of the Youth *Commission* as the City Council deems necessary. (Ord. 1673 § 2, 6-20-95. Formerly § 2-101).